

The Presbyterian
Hospital
Administrative
Report

1991

LETTER FROM THE CHAIRMAN



Nineteen Ninety-One will stand as one of the most important years in the long history of the Columbia-Presbyterian Medical Center—our major accomplishment was the adoption of a Comprehensive Strategic Plan to ensure the strength and visibility of the Medical Center into the 21st century while enhancing our ability to remain a world leader in scientific research, medical education, and delivery of quality patient care.

Significant progress was also made in the recruitment of senior clinical and management staff and the opening and operation of new facilities and services. The Comprehensive Epilepsy Center, the ITT Eye Institute, and what we believe is the country's finest Cardiac Interventional Laboratory, are the latest additions to the Medical Center. Among the group of nationally respected physician-researchers and administrators who have joined the team at Columbia-Presbyterian are Myron L. Weisfeldt, M.D., chief of Medicine, and James Sanford Lieberman, M.D., chief of Rehabilitation Medicine.

This report would not be complete without thanking our president, Harry J. Bolwell, for his distinguished leadership in our most difficult year.

During 1992 we will continue to strive for increased efficiency and productivity while maintaining our commitment to develop outstanding physical facilities, technology, and staff, and to provide compassionate patient care.

Sincerely,
Seymour Milstein



Columbia-
Presbyterian
Medical Center
stands at the
gateway to New
Jersey, Westchester,
and upper
Manhattan.

REPORT OF
HARRY J. BOLWELL,
PRESIDENT AND
CHIEF EXECUTIVE
OFFICER

Few fields are changing as rapidly as health care. And in a recessionary period, few fields are growing as rapidly. Judging from the past year, Columbia-Presbyterian, one of this nation's best and most comprehensive medical centers, can be seen as a microcosm of this dynamic field.

Almost all of our activities in 1991 furthered our goal of continuing our leadership roles in patient care, health education, and biomedical research. That goal is embodied in the Medical Center's Comprehensive Strategic Plan, designed in 1991 and guided by our Trustees and this office. Every appointment, new facility, and enhanced clinical program will reflect the Comprehensive Strategic Plan from now until the year 2000.



First and foremost, we made a number of distinguished appointments to our medical and administrative staffs. Our Board Chairman and my colleague, Seymour Milstein, already welcomed Dr. Myron Weisfeldt and Dr. James Sanford Lieberman. In addition, Dr. Steven M. Roser was appointed director of the Hospital's Dental & Oral Surgery Service.

We are also pleased to have on board Roger C. Nauert, executive vice president and chief financial officer; Dr. Kathleen M. Dirschel, executive vice president and chief nursing officer; Cosmo La Costa, senior vice president and general manager, The Allen Pavilion; Kathleen L. Lewton, senior vice president for Marketing and Public Relations; Gary O'Gwen, senior vice president and general manager for Facility Services; and Martha Wolfgang, senior vice president for Program Planning and Affiliations.

Kevin Dahill, who so ably served as the first senior vice president of The Allen Pavilion, was named senior vice president and general manager of the Milstein/Harkness Management Center. All join in working to maintain the highest quality of health care with close attention to services and amenities that will make this the hospital of choice for patients from New York and the surrounding metropolitan area.

In fulfilling our commitment to the greatness of this Medical Center, cost-effective management is essential. In 1991, among many steps aimed at restoring our financial integrity, we embarked on a \$150 million Capital Campaign, led by our new senior vice president for Development, Wayne A. Steffey, and supported wholeheartedly by the Trustees.

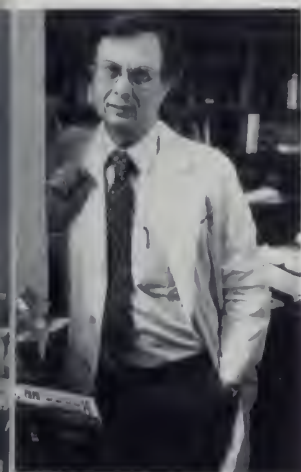


Dr. Arnold P. Gold,
Pediatric Neurologist,
with a young patient.

**NEW MEDICAL
TREATMENTS
BENEFIT
PATIENTS**

This report is too brief to enumerate every medical advance of the past year; however, I have singled out a few that promise to affect medical practice for years to come. Our orthopaedic surgeons introduced a hip implant that is manufactured and custom-fitted, using laser technology and computer-assisted design, while the patient is on the operating table.

At the newly established Heart Institute, clinicians are constantly developing new medications to prevent damage after a heart attack, as well as sophisticated diagnostic techniques to identify people at risk for heart attack. We look to the state-of-the-art Cardiac Interventional Laboratory, which opened recently, for advances in treatments of heart disease that require little surgical intervention.



Dr. Myron Weisfeldt,
who was named
chief of Medicine
in 1991.



**Dr. Ruth Westheimer
and Mike Nichols**
were guests of
honor at Columbia-
Presbyterian's Annual
Gala Dinner Dance.



**The Big Apple Circus
Clown Care Unit is
an important part
of therapy at
Babies Hospital.**

**LOOKING
TOWARD
THE FUTURE**

We made tremendous progress in 1991 toward shaping the Columbia-Presbyterian of the 21st century. Most significantly, the Trustees, together with the medical staff and administration, designated six Institutes of Excellence that will define our future. Over the next several years, these multidisciplinary Institutes—Heart; Cancer; Neurological; Orthopaedic; Babies Hospital (Pediatrics); and Sloane Hospital for Women (Obstetrics and Gynecology)—will deliver not only highly technologically advanced, but also cost-effective health care. We expect these Institutes of Excellence to serve our own patients and to become significant centers of learning and clinical research.

We will continue to build on our strengths in dermatology, ophthalmology, urology, and other clinical services.



The atrium
at The McKeen
Pavilion.

**CELEBRATING
WITH
GRATEFUL
PATIENTS**

Our Neonatal Intensive Care Unit celebrated its 50th anniversary in 1991. Participants, many of whom are now fully grown with children of their own, enjoyed seeing pictures of themselves as two-, three-, or four-pound infants, connected to respirators and IV lines. Our Babies Hospital Neonatal Parents Support Network honored Dr. John Driscoll, director of the Neonatal Intensive Care Unit.

Yet another gathering celebrated Presbyterian's 100th cardiac defibrillator implant, a life-saving device for people with heart arrhythmias. Drs. J. Thomas Bigger and Henry Spotnitz were honored for creating a center for AICD implants at this Medical Center.



The Sloane Hospital for Women Stork Club, opened in 1991, features beautifully appointed rooms and concierge services for new mothers.



Babies Hospital treats heart patients like this young girl from infancy through adolescence.



Patients enjoy afternoon tea and other amenities at The McKeen Pavilion.

**REMEMBERING
BELOVED
COLLEAGUES**

In a year of celebrations, we also recorded several tragic losses. Dr. Maxwell Abramson, chief of Otolaryngology and a distinctive presence at Columbia-Presbyterian, was killed in a bicycling accident. During his 14-year tenure, he created a distinguished department that serves as a testimonial to his great spirit. Dr. Andrew Blitzer graciously stepped in as acting director to continue Dr. Abramson's life work.

Dr. DeWitt Goodman, a cardiologist who was known throughout the world for research establishing the relationship between cholesterol and heart disease, died suddenly last year. His work will continue to influence research and treatment of heart disease for years to come.

Fiscal Year Ended December 31, 1991
(in thousands)

	1990	1991
Net patient revenues plus other operating revenues	\$599,232	\$646,232
Operating expenses before provision for depreciation and interest, and bad debts	503,684	549,975
Income from operations before provision for depreciation and interest expense, and bad debts	95,548	96,257
Interest expense	44,652	46,315
Depreciation and amortization	53,523	53,337
Bad debts	18,068	26,208
Income (loss) from operations	(20,695)	(29,603)
Net non-operating revenues	4,448	14,818
Excess (deficiency) of revenues over expenses	(16,247)	(14,785)

Inpatient Statistics**1990****1991**

	Adult Pediatric	Newborn Nursery	Adult Pediatric	Newborn Nursery
Average bed complement	1,419	69	1,405	74
Patient days	443,133	22,987	457,293	22,213
Admissions	44,993	5,591	46,612	5,740
Average length of stay	9.87	4.11	9.81	3.89

Outpatient Statistics**1990****1991**

Number of visits:		
Medicaid	298,455	289,262
Medicare	63,256	61,308
Blue Cross/Commercial	24,672	23,912
Self-pay/Other	135,021	130,861
Total	521,404	505,343
Doctors' offices	287,475	273,595
Grand Total	808,879	778,938

A copy of the last financial report filed with the Department of State may be obtained by writing to New York State, Department of State, Office of Charities Registration, Albany, N.Y. 12231 or the Finance Department, The Presbyterian Hospital, Columbia-Presbyterian Medical Center, New York, N.Y. 10032-3784.

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 David P. Royce Jr., M.D.
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 Bruce L. Sprague, M.D.
 Francesca M. Thompson, M.D.
 Ronald Tietjen, M.D.
 Luther F. Warren, M.D.
 Mark Weidenbaum, M.D.
 Joel D. Weinstein, M.D.

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Robert N. Dunn, M.D.
 Thomas D. Rodda, M.D.

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 Phillip A. Bauman, M.D.
 Steven Berkowitz, M.D.
 Michael J. Bronson, M.D.
 Stuart J. Fischer, M.D.
 Richard E. Fleming Jr., M.D.
 Craig R. Foster, M.D.
 James S. Kort, M.D.
 Lawrence A. Lefkowitz, M.D.
 John J. Leppard III, M.D.
 Marc I. Malberg, M.D.
 Seth R. Miller, M.D.
 Thomas A. Rago, M.D.
 Wendell O. Scott, M.D.
 Hervey S. Sicherman, M.D.
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OTOLARYNGOLOGY

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 Anthony P. Caruso, M.D.
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Lee D. Eisenberg, M.D.
Joseph Haddad, Jr., M.D.
Monte S. Keen, M.D.
Daniel J. Pender, M.D.
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Assistant Otolaryngologist

Robert D. Huang, M.D.
Arlene H. Markowitz, M.D.
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PATHOLOGY

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Michael L. Shelanski, M.D.

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Jay H. Lefkowitz, M.D.
Luciano Ozzello, M.D.
Karl H. Perzin, M.D.
James M. Powers, M.D.
Robert F. Reiss, M.D.
Ralph M. Richart, M.D.

Associate Attending Pathologists

Vivette D. D'Agati, M.D.
Richard F. Defendini, M.D.
Daniel J. Fink, M.D.
James E. Goldman, M.D.
Ellen Greenebaum, M.D.
Arthur P. Hays, M.D.
Mary E. King, M.D.
Charles C. Marboe, M.D.
Kathleen M. O'Toole, M.D.
Helen M. Richards, M.D.
Heidran Rotterdam, M.D.
Hermann D. Schubert, M.D.

Assistant Attending Pathologists

Amy Chadburn, M.D.
Andrew J. Dwork, M.D.
Debra S. Heller, M.D.
Hanina Hibshoosh, M.D.
John J. Krolewski, M.D.
Eugene E. Marcantonio, M.D.
May Parisien, M.D.
Benjamin Tycko, M.D.
Carol L. Williams, M.D.
Thomas C. Wright Jr., M.D.

Assistant Pathologist

Robert V. Sidel, M.D.

Associate Professional Clinical Microbiologist

Phyllis Della-Latta, Ph.D.

PEDIATRICS

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Nicholas Cunningham, M.D.
William J. Davis, M.D.
Darryl DeVivo, M.D.
John C. Dower, M.D.
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L. Stanley James, M.D.

Lenore S. Levine, M.D.
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Sergio Piomelli, M.D.
Michael R. Rosen, M.D.
Peter T. Rothstein, M.D.
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Raymond L. Stark, M.D.
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Roger S. Challop, M.D.
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Paul Shurin, M.D.
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Assistant Attending Pediatricians

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Dennis Allendorf, M.D.
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Nikki L. Timko, M.D.
Mary G. Versfelt, M.D.
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Edward Dwyer, M.D.
Bernard Etra, M.D.
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Teresa L. Guettler-Seen, M.D.
Emily Jackness, M.D.
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Jeffrey S. Nye, M.D.
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Gail Schewitz, M.D.
Beverley J. Sheares, M.D.
Allison Taylor, M.D.
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Helen M. Towers, M.D.

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Kevin L. Fletcher, M.D.
Marianne Garland, M.D.
Iain R. Hardy, M.D.
Jesus C. Jaile, M.D.
Suzanne C. Li, M.D.
Barry Lipschitz, M.D.
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 Charles A. Kaufmann, M.D.
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 Michael R. Milano, M.D.
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 John F. O'Connor, M.D.
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 Andrew E. Skodol II, M.D.
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 Josef H. Weissberg, M.D.
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Assistant

Attending Psychiatrists

Geary E. Ahern, M.D.
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 Morton J. Aronson, M.D.
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 Athanasia Balkoura, M.D.
 John J. Barsa, M.D.
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 Evan Bellin, M.D.
 Stephen L. Bennett, M.D.
 Raymond Bernick, M.D.
 Carol A. Bernstein, M.D.
 Edward N. Brennan, M.D.

Richard Brockman, M.D.
 A. Alexis Brosen, M.D.
 Richard P. Brown, M.D.
 Sydney C. Bush, M.D.
 Paul F. Califano, M.D.
 Eve Caligor, M.D.
 Raphael B. Campeas, M.D.
 Harvey R. Chertoff, M.D.
 Susan R. Clarvit, M.D.
 Daniel E. Cohen, M.D.
 Frances B. Cohen, M.D.
 Janis L. Cutler, M.D.
 Barbara H. De Betz, M.D.
 Zira De Fries, M.D.
 Lisa Deutscher, M.D.
 Michael J. Devlin, M.D.
 Carolyn J. Douglas, M.D.
 Jennifer Downey, M.D.
 Robert M. Elvove, M.D.
 Charles F. Entelis, M.D.
 Katherine Falk, M.D.
 Robert E. Feinstein, M.D.
 Tovah Feldhammer, M.D.
 Alan D. Felix, M.D.
 Sharon Fingerhuth, M.D.
 Michael B. First, M.D.
 William A. Fisher, M.D.
 James W. Flax, M.D.
 Bruce M. Forester, M.D.
 Eugene A. Friedberg, M.D.
 Cathy J. Friedman, M.D.
 Lee R. Gardner, M.D.
 Janice L. Gelfand, M.D.
 George R. Gewirtz, M.D.
 Iona H. Ginsburg, M.D.
 Flemming G. Graae, M.D.
 Kenneth Greenspan, M.D.
 Elisabeth B. Guthrie, M.D.
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 Harvey M. Hammer, M.D.
 Deena R. Harris, M.D.
 Julie A. Hatterer, M.D.
 Michelle L. Hirsh, M.D.
 Joel S. Hoffman, M.D.
 Eric Hollander, M.D.
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 Charita C. Hoyle-Parr, M.D.
 Gerald I. Hurowitz, M.D.
 Wynn K. Jackson, M.D.
 David Jaffe, M.D.
 David A. Kahn, M.D.
 Sherry P. Katz-Bearnot, M.D.
 Bonnie B. Kaufman, M.D.
 H. David Kellman, M.D.
 Jules Kerman, M.D.
 Robert Kertzner, M.D.
 Stuart B. Kleinman, M.D.
 Elliott M. Kranzler, M.D.
 Richard B. Krueger, M.D.
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 Lucy B. LaFarge, M.D.
 Leon Lefer, M.D.
 Naomi Leiter, M.D.
 Jon A. Levenson, M.D.
 Owen W. Lewis, M.D.
 Jill R. Linder, M.D.
 David C. Lindy, M.D.
 Louis S. Linfield, M.D.
 Barbara A. Liskin, M.D.
 Laurence S. Lorefice, M.D.
 Andrew C. Lotterman, M.D.

Dolores Malaspina, M.D.
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 Lisa Ann Mellman, M.D.
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 Robert J. Mitchell, M.D.
 Joanne Moore, M.D.
 Donna L. Moreau, M.D.
 Joseph C. Napoli, M.D.
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 Maria A. Oquendo, M.D.
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 Cynthia Perry, M.D.
 Daniel J. Pilowsky, M.D.
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 Leslie L. Powers, M.D.
 Joan Prudic, M.D.
 Jules M. Ranz, M.D.
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 Barbara R. Rosenfeld, M.D.
 Jane L. Rosenthal, M.D.
 Lyle E. Rosnick, M.D.
 Ellen B. Rowntree, M.D.
 Boris Rubinstein, M.D.
 J. Arturo Sanchez-Lacay, M.D.
 Diana P. Sandberg, M.D.
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 Pellegrino J. Sarti, M.D.
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 Anne P. Sellew, M.D.
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 Heather J. Walter, M.D.
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 Ronald M. Winchel, M.D.
 Lillian R. Wong-Ryan, M.D.
 Richard B. Zimmer, M.D.

Associate Psychiatrists

Donald C. Bell, M.D.
 Ivan K. Goldberg, M.D.
 Gurston D. Goldin, M.D.
 Gerda H. Hartl, M.D.
 Phyllis B. Robbins, M.D.

Assistant Psychiatrists

Joanne H. Ahola, M.D.
 Rena L. Appel, M.D.
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 Mercedes A. Brito, M.D.
 Catharine S. Buttinger, M.D.
 Sabrina Cherry, M.D.
 Scott C. Clark
 Lee S. Cohen, M.D.
 Lourdes M. Dominguez, M.D.

Sarah J. Fox, M.D.
 Nannette Goldstein, M.D.
 Lauren K. Gorman, M.D.
 Rosalie Greenberg, M.D.
 Sarah L. Hartman, M.D.
 Christopher M. Johannet, M.D.
 Richard A. Kresch, M.D.
 Ingeborg M. Krompholz, M.D.
 Eve Leeman, M.D.
 Tamara L. Lipshie, M.D.
 Kathleen A. Lyon, M.D.
 Jean K. Miller, M.D.
 Judith R. Milner, M.D.
 Lourdes Neugart, M.D.
 Yvanka L. Pachas, M.D.
 Molly E. Poag, M.D.
 Franklin D. Russek, M.D.
 Helen L. Schleimer, M.D.
 Holly A. Schneier, M.D.
 Henry P. Schwartz, M.D.
 Orsolina Sepe, M.D.
 Stephen R. Setterberg, M.D.
 Zafar A. Sharif, M.D.
 Paul J. Spector, M.D.
 Maureen Turey, M.D.
 Leslie R. Vogel, M.D.
 Joseph S. Weiner, M.D.
 David Weng, M.D.
 Andrew H. Yood, M.D.

Clinical Assistant Psychiatrists

Donna T. Anthony, M.D.
 Alan S. Brown, M.D.
 Jeremy D. Coplan, M.D.
 Gregory W. Dalack, M.D.
 Eldon S. Dummit, M.D.
 Brian A. Fallon, M.D.
 Ron G. Goldman, M.D.
 Jennifer F. Havens, M.D.
 Jonathan A. Javitch, M.D.
 Nancy W. Kaplan, M.D.
 James A. Knowles, M.D.
 Robert Kohn, M.D.
 Patricia M. Powell, M.D.
 Michael S. Rappaport, M.D.
 John A. Sahs, M.D.
 Daphne Simeon, M.D.

Full Professional Psychologists

Judith V. Becker, Ph.D.
 Anke Ehrhardt, Ph.D.
 Rachel Gittelman-Klein, Ph.D.
 Heino F. Meyer-Bahlburg, Ph.D.

Associate

Professional Psychologists

Gordon Ball, Ph.D.
 W. Crawford Clark, Ph.D.
 Kenneth A. Frank, Ph.D.
 Wilma Rosen, Ph.D.
 Mary Jane Rotheram-Borus, M.D.
 Gail A. Wasserman, Ph.D.

Assistant Professional Psychologists

Aryeh Anavi, Ph.D.
 Elizabeth Auricchio, Ph.D.
 Paul M. Berger-Gross, Ph.D.
 Victor Delacancela, Ph.D.
 Robert H. Dworkin, Ph.D.
 Walter I. Gadlin, Ph.D.
 Richard W. Gaines, Ph.D.
 Mark Gerald, Ph.D.

Ethan E. Gorenstein, Ph.D.
Kenneth S. Gorfinkle, Ph.D.
Rita Haggerty, Ph.D.
Claude Ann Mellins, Ph.D.
Laura Mufson, Ph.D.
John C. Piacentini, Ph.D.
Eric G. Redlener, Ph.D.

Assistant Psychologists

Goldie Alfasi, Ph.D.
Ivan Bresgi, Ph.D.
Susan P. Brinkworth, Ph.D.
Deborah S. Goldman, Ph.D.
Bernadette M. Hogan, Ph.D.
Jonathan F. Katz, Ph.D.
Ana L. Laguzzi, Ph.D.
Deborah Liner, Ph.D.
Karen A. Mahler, Ph.D.
Carmen Rodriguez, Ph.D.

RADIOLOGY

Director of Service

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Yahya M. Berkman, M.D.
Kent Ellis, M.D.
Jack Farman, M.D.
Rashid Fawwaz, M.D.
Frieda Feldman, M.D.
Sadek Hilal, M.D.
Donald L. King, M.D.
Eric C. Martin, M.D.
Jeffrey H. Newhouse, M.D.
Ralph Schlaeger, M.D.
Alan J. Silver, M.D.
Ronald L. Van Heertum, M.D.

Associate

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Sara Ahramson, M.D.
Thane Asch, M.D.
Kaaren N. Bergquist, M.D.
Lawrence M. Boxt, M.D.
Jacqueline C. Brunetti, M.D.
Monique C. Katz, M.D.
Karen J. Laffey, M.D.
Herman Lubetsky, M.D.
John Pile-Spellman, M.D.

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Mohammed Ahdul-Quader, M.D.
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Agnes M. Boxhill, M.D.
Stephen Chan, M.D.
Judith A. Fayter, M.D.
Robin L. Greenspan, M.D.
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Tae Hyon Rho, M.D.
Joseph K. Rogers, M.D.
Benjamin M. Romney, M.D.
Carrie B. Ruzal-Shapiro, M.D.
Ellen Silverstein, M.D.
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Alicia Zwass, M.D.

Clinical Assistant Radiologists

Brian L. Berger, M.D.
Bernard J. Beute, M.D.
Leah P. Gruss, M.D.

Neil M. Khilnani, M.D.
Mark L. Monteferrante, M.D.
Roger E. Mosesson, M.D.
Orlando Ortiz, M.D.
Bruce Zwiebel, M.D.

Full Professional Physicists

Peter D. Esser, Ph.D.
Eric J. Hall, Ph.D.
Edward L. Nickoloff, Sc.D.

Associate Professional Radionuclide Pharmacist

Theodore Wang, Ph.D.

Assistant Professional Chemist

In K. Mun, Ph.D.

RADIATION ONCOLOGY

Acting Director of Service

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